

PHILIP MORRIS U. S. A.
INTER-OFFICE CORRESPONDENCE
Richmond, Virginia

To: Distribution

Date: November 24, 1993

From: Jeff Seeman *Jeff*

Subject: Program Goals & Objectives, Activity Milestones

As you all no-doubt well remember, MPLs and SPLs supplied on October 18, 1993 program goals and activity milestones (Form A). Subsequently, Cost Center management supplied various Forms B and C which resulted in a activity-based plan and budget which was presented and well received by Ken Houghton and, subsequently, by Bill Campbell. In preparation for the December 14, 1993 Quarterly Planning Meeting, and in preparation for 1994 Operational Plans, an updated set of program goals and activity milestones are now required.

Enclosed herein are: for MPLs and SPLs, a complete set of manpower and operating expense roll-outs for your respective program(s); for ALs, a set of roll-outs for each activity; and for Cost Center management, a set of roll-outs, for your cost center, of manpower and operating expenses, clustered by activity. Please carefully review these documents. A complete set of data is available for your inspection from either myself or Bob Moffitt. However, given the amount of documentation and the fact that the data is in near-continuous change, a full set is not being supplied to everyone.

MPLs and SPLs are requested to submit to me no later than 10:30 am, Friday, December 10, 1993 (via Hazel Stewart), in whatever format you choose, detailed program goals and missions and reasonably detailed activity milestones. Be certain to identify both the submitter and additional contact people for each form (the documents themselves must be submitted only by MPLs or SPLs, not directly by ALs). Use activity numbers and activity names, per the 4-page "R&D Plan '94" document with your material. Your material will be organized, collated, and distributed to Ken Houghton and his staff for their review prior to the Planning Meeting.

It is likely that Gant charts will be a useful tool to present and illustrate activity milestones. As envisioned in the activity-based system, activities in each program have been developed to allow the successful achievement of the program goals and missions.

2023701716

The enclosed data will enable you to more properly complete this assignment. Note that program goals and missions and activity milestones will subsequently be used to derive detailed operational plans and R's and O's by your team members. MPLs and SPLs will likely find many benefits enlisting the full participation of all ALs and team members in the development of the material herein requested.

Distribution:

K. Houghton
K. Houghton's Staff
Major Program Leaders
Support Program Leaders
Activity Leaders
Cost Center Management
V. Bowles

2023701717